

Implementation Phase Interim Assessment - EC Consensus Report

Case number: 2018ES343628

Name Organisation under assessment: Centre de Recerca Matemàtica

Submission date of the Interim Assessment Internal Review: 24/10/2018

This report was drafted by the Lead-Assessor in consensus with the members of the assessment team

Submission date: 03/12/2018

Quality assessment

The quality assessment evaluates the level of ambition and the quality of progress intended by the organisation. If any statements have prompted a "no" or "partly" in the evaluation, please provide recommendations:

	YES / NO / PARTLY	Recommendations
Has the organisational information been sufficiently updated to understand the context in which the HR Strategy is implemented?	Yes	
Does the narrative provided list goals and objectives which clearly indicate the organisation's priorities in HR-management for researchers?	Yes	
Has the organisation published an updated HR Strategy and Action Plan been updated with the actions' current status, additions and/or modifications?	Yes	
Is the implementation of the HR strategy and Action Plan sufficiently embedded within the organisation's management structure (e.g. steering committee, operational responsibilities) so as to guarantee a solid implementation?	Yes	

	YES / NO / PARTLY	Recommendations
Has the organisation developed an OTM-R policy?	No	There is no OTM-R policy

Strengths and weaknesses

On the basis of the information submitted and taking into account the organisation's national research context, how would you as an assessor judge the HR Strategy's **strengths and weaknesses?** (maximum 1000 words)

First of all, it is nice to see that the HRS4R is being taken seriously and its implementation, and there are openly recognizable weaknesses. This makes it possible to assume the commitment of the Center. Most of the actions are implemented and, at the new stage, are expanded or deepened according to the situation. Part of the action plan is based on evidence (information on the website). The fact that the HRS4R coordinator is appointed only confirms the impression that the implementation of the plan is being taken care of. CRM have developed an effective monitoring mechanism for the implementation of HR Strategy which is well embedded to the organization's management structure. However, we don't see the proof that the whole research community was sufficiently involved in the process.

There is adequate awareness for the all policies relative to Researchers Career, like working rights, data protection, health issues, national legal framework, etc. with documents published on the web. Also the doctoral training unit provides excellent work for training of young researchers and mentoring, with all the projects that they organize.

CRM shows a decided commitment to ensure gender balance in future. They have no gender policy and they don't keep gender balance in both the evaluation committee for new positions and new staff. However, even though in the narrative CRM admits, that "initiatives to help ease the conciliation of a career in research and family responsibilities are needed", we do not see actions aiming to solve this problem.

The action aiming at including Charter & Code in the existing agreements with the hosting institutions for the PhD and postdoctoral researchers is especially noteworthy, as it not only ensures, that all CRM researchers can benefit from HRS4R, but it also spreads knowledge about the Charter and the Code outside CRM.

ALSo CRM don't publish their new jobs at the EURAXESS Portal.

CRM don't have a solid policy to encourage researchers mobility. It is remarkable that almost the 48% percent of their research staff are foreign researchers but they don't participate to mobility projects like MSCA and they don't provide any information about of mobility of their national researchers.

In OTM-R checklist we would like to see some indicators, especially when CRM considers the rule as fully implemented.

The main weakness is that CRM don't use quantitative indicators and don't describe detailed processes on how to achieve them in specific timing. Their so called indicators are only the type of "done" or "not done". The taken actions are mainly awareness actions by publishing suitable documents.

If relevant, please provide suggestions for modifications or revisions to the (updated) HR strategy: (maximum 2000 words)

Creation of a mechanism to communicate and deal with complaints should not be deprioritized anymore. Nomination of a person, who would serve as an unofficial ombudsmen and solve the conflicts and complaints might be a good idea and is feasible even in a small institution.

Also we would suggest to:

- develop a specific process assuring better gender balance in new positions or composition of the evaluation committees and publish open jobs positions in EURAXESS Portal.
- improve policy regarding the geographical or intersectorial mobility.
- clearer and more concrete action plan is needed with use of quantitative indicators and detailed description of the processes CRM are going to adopt in order to improve their gaps regarding their Research Human Resources Management.
- make sure that all policies and documents related to HRS4R are in English.

During the transition period special conditions apply:

Institutions having started the HRS4R implementation prior to the publication of the OTM-R toolkit and recommendations by the European Commission (2015) may not have prioritised actions implementing the OTM-R principles yet. In this case, they should not be penalised but strong recommendations should be made to address these principles appropriately.

At this point of the INTERIM assessment, the institution does not jeopardise maintaining the HR award.

Nevertheless, the institution is advised to take into account the comments and recommendations of the assessors to meet all assessment criteria at the next assessment (in 36 months).

Recommendations

Which of the below situations describes the organisation's progress most accurately? Tick the right situation and add comments/general recommendations accordingly.

HRS4R embedded



HRS4R embedded, corrective actions needed



HRS4R embedded, strong corrective actions needed

**Additional comments ***

The corrections which are referred before in suggestions should be followed and a more detailed action plan with use of quantitative indicators should be presented. The steps to be followed in order to achieve the desired values to the indicators should be described as well.

but on the whole, the HR Strategy seems to be feasible and sufficiently ambitious, and we wish CRM good luck in implementing it.

Explanation

- **HRS4R embedded:** The organisation is progressing with appropriate and quality actions as described in its Action Plan. **There is evidence that the HRS4R is further embedded.**

- **HRS4R embedded, corrective actions needed:** The organisation is, for the most part, progressing with appropriate and quality actions as described in its Action Plan, but could benefit from alterations as advised through the Assessment process. **There is some evidence that the HRS4R is further embedded.**

- **HRS4R embedded, strong corrective actions needed:** The organisation is not deemed to be implementing appropriate and quality actions and this raises some concern for the future efforts to implement actions closely aligned to the Charter and Code. **There is a lack of evidence that the HRS4R is further embedded.**